

# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 2, 2019/2020

### **BMK2154 – TECHNOLOGY AND INNOVATION MARKETING** ( All sections / Groups )

6 MARCH 2020  
9.00 a.m – 11.00 a.m  
( 2 Hours )

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#### **INSTRUCTIONS TO STUDENTS**

1. This question paper consists of THREE (3) printed pages (excluding cover page) with:  
**Section A:** Case Study (50 marks)  
**Section B:** Essay (50 marks)
2. Answer **ALL** questions.
3. Answer all questions in the answer booklet provided.
4. Marks allocations are shown at the end of each question.

## SECTION A: CASE STUDY - ANSWER ALL QUESTIONS (50 MARKS)

### Defeating the Corporate Antibodies

Change is frightening to many elements inside the typical organization. Change threatens people's power, their status, their egos, and, in some situations, even their jobs. Change can make someone's expertise obsolete and thereby make them obsolete as well. Because people are afraid of change, innovation efforts often cause the eruption of corporate antibodies that fight to kill innovation and maintain the status quo.

The factors that cause angst within a closed system of innovation may prove to be even more threatening when a company shifts toward open innovation. Executives and managers may feel they can control the degree of change and shape it to their own needs as long as everything is happening within the organization. Once started to bring outside forces in, and it is a whole new ballgame. One reason is that change related to open innovation impacts the whole company. Open innovation does not rely on just R&D or innovation. In order to succeed in open innovation, necessary changes are needed in business functions such as sales, supply chain, production, and others to accommodate new external partners. It is scary for many people because of the change that is involved.

*To succeed in open innovation, changes in business functions such as sales, supply chain, production, and others to accommodate new external partners.*

### Detecting Antibodies

The statement listed below is the example of statements that shows signs that corporate antibodies are at work:

- “We already tried that and could not make it work.”
- “What we are doing has worked fine for years; there is no need to change.”
- “Our current product is still profitable; I do not see why we need to spend money on something new that might not even work out.”
- “We already explored that idea years ago but decided against it.”
- “If that were a good idea, we would already have thought of it. After all, we are the experts on this.” (Said about an idea coming from the outside.)
- “Let me just play devil’s advocate here....”
- “Of course, I support innovation, but I do not think this is the right time to make a big change. The market is not ready.”

People who are making these types of statements may genuinely believe that what they are doing is best for the company. Alternatively, they may be putting their interests ahead of company loyalty. Some people also become antibodies because they do not feel that enough weight given to their opinions. Such feelings can cause people to take the negative side or play devil’s advocate. The phrase “I hate to bring this up, but...” comes from them a lot, followed by a boatload of negativity.

Here is how the corporate antibodies often play out during the three stages of innovation:

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**Discovery**

Often in this early phase, people will appear to be skeptics but will generally still be open-minded. Antibodies are often not yet a real problem.

**Incubation**

This stage is where the big battles occur as people begin to understand how the proposed innovation might put their status or influence at risk. Most will tend to see that change as a threat, not as an opportunity. So become locked in power battles as people decide that they want to block instead of back up.

**Acceleration**

In this final phase, dealing with corporate politics at it is the toughest. When it becomes clear that the innovation is going forward, some people will even fight to own it and control it, even if they fought against the innovation at every step of the way up to this point. Despite that, it is not to say that anyone who questions the need for change or the direction that change is taking is an antibody. Sound feedback is needed from many quarters for real innovation to occur. The relentless negativity, foot-dragging, and throwing up unnecessary roadblocks that pose a real threat to innovation ever becoming a reality.

Source: Lindegaard, S. (Oct 13, 2016), Defeating the Corporate Antibodies, accessed 10 December 2019, <<https://innovationmanagement.se/2016/10/13/defeating-the-corporate-antibodies/>>.

**QUESTION 1**

Recognizing that corporate antibodies are likely to show up at some point during the innovation process, and it is necessary to have a strategy in place to deal with them. Recommend FIVE (5) techniques for the strategy to deal with the resistance. (25 marks)

**QUESTION 2**

Identify and discuss the FIVE (5) elements of change to be considered by the organization in order for the organization to be more innovative in facing competition. (25 marks)

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**SECTION B: ESSAY QUESTIONS – ANSWER ALL QUESTIONS (50 MARKS)****QUESTION 1**

Engaging crowds to make products better is getting easier, thanks to social media and consumers' desire to have their voices heard. Many firms organized contests to encourage participation. Identify and discuss the FOUR (4) most common method techniques for the crowdsourcing strategy. (25 marks)

**QUESTION 2**

The development of new products and processes has enabled many firms to continue to grow. Identify and discuss the FOUR (4) broad innovation strategies that an organization can implement to ensure success. (25 marks)

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